

Priest Council Minutes
Archdiocesan Pastoral Center
November 21, 2019 at 10:00 a.m.

Present: Most Rev. Wilton D. Gregory; Most Rev. Roy E. Campbell; Most Rev. Mario E. Dorsonville; Most Rev. Michael W. Fisher; Rev. Msgr. Charles V. Antonicelli; Rev. David W. Beaubien; Rev. Daniel B. Carson; Rev. Joseph A. Calis; Rev. John J. Dillon; Rev. Msgr. William J. English; Rev. Msgr. Donald S. Essex; Rev. LeRoy J. Fangmeyer; Rev. David M. Fitz-Patrick; Rev. William E. Foley; Rev. Kenneth J. Gill; Rev. Scott R. Hahn; Rev. Mark F. Hughes; Rev. Thomas G. LaHood; Rev. Anthony E. Lickteig; Rev. Msgr. Charles E. Pope; Rev. Msgr. James D. Watkins

Absent: Rev. Ismael N. Ayala; Rev. Msgr. Salvatore A. Criscuolo; Rev. Mark D. Knestout; Rev. Raymond H. Moore; Rev. Mark L. Smith; Rev. James M. Stack; Rev. Msgr. Peter J. Vaghi; Rev. Lawrence A. Young

Opening Prayer

Archbishop Gregory greeted the Council and opened the meeting in prayer.

Approve Minutes

The minutes of the October 3, 2019 meeting were approved without corrections.

Review of School Principal Evaluation Tool

Mr. William Ryan, Secretary for Catholic Schools, and Ms. Wendy Anderson, Associate Superintendent for Academics and Leadership, gave a presentation on the new school principal evaluation tool. The creation of this new tool was prompted by the input of school pastors and principals indicating that the current principal evaluation tool is ineffective and not collaborative.

The current tool does not provide meaningful feedback to principals, does not state criteria for the ratings, does not motivate principals to improve performance, and is not aligned with professional standards. Additionally, it lacks an opportunity for improvement or documentation of poor performance throughout the year and therefore cannot be used for the purpose of developing employee improvement steps or for documenting evidence for termination, and more support from the Catholic Schools Office (CSO) to pastors is needed in the appraisal process. As a result, the following objective was included in 2017-2022 ADW Catholic Schools Office Strategic Plan:

Objective 4.2

The superintendent for Catholic schools and pastors or canonical administrators regularly collaborate on the oversight of Catholic school operations and evaluations.

The new evaluation tool aims to focus on Catholic identity and align with national standards and the CSO Strategic Plan pillars of *Catholic Identity*, *Academic Excellence*, *School Viability*, and *Governance*. The new tool will help the development and implementation of principal standards and ensure they are understood, accepted, demonstrated, and supported by leadership. It will provide an opportunity for an

experienced principal to seek assistance and it will enhance professional growth. It also aims to improve student achievement and allows focus on school improvement initiatives, and it has differentiated evaluation procedures for principals based on experience and skill. It provides a more structured process for an experienced principal who may benefit from more support. It requires accountability for a decision to continue employment and provides due process for disciplinary action up to and including termination.

The timeline of the development and implementation of the new tool is as follows:

- Sept. 2018 - April 2019: Development committee creates draft of differentiated evaluation procedures tools (broad stakeholder representation)
- Spring 2019: Stakeholders consulted and provided feedback - principals, ADW Board of Education, pastors, and CSO leadership team
- May/June 2019: Tool is revised to incorporate stakeholders feedback
- August 2019 – May 2020: Pilot year
- June 2020: Tool is revised by committee, based on pilot schools feedback

The pilot schools for the implementation of the new tool are:

- | | |
|------------------------------|-------------------------------------|
| • Annunciation School | • St. Mary of the Assumption School |
| • Holy Trinity School | |
| • St. Peter School, DC | • St. Mary of the Mills School |
| • Our Lady of Lourdes School | • St. Mary School of Piscataway |
| • Our Lady of Mercy School | • St. Mary School (Landover Hills) |
| • St. Bernadette School | • St. Philip the Apostle School |
| • St. Elizabeth School | • St. Pius X Regional School |
| • St. Jude School | • Our Lady Star of the Sea School |
| • St. Mary School, Rockville | • Archbishop Neale School |
| • St. Ambrose School | |

If approved, the new tool will be fully adopted in all ADW schools in September 2020. Trainings will continue for users and the tool will be available digitally through our Frontline platform. Data will be available to CSO to measure strategic plan goals as well as provide targeted professional development for principals.

For principals with less than two years of experience, the Initial Principal Development Stage of evaluation will consist of using the new tool to assess performance in the middle and at the end of the academic year, with input from the principal, pastor, principal coach, and Associate Superintendent. Most of the burden is on the principal to develop the standards for evaluation and all new principals will have an experienced principal serve as a coach. For principals with more than two years of experience and who have demonstrated effectiveness, the Renewal Stage of evaluation will take place every third year, or within two years for principals with a new pastor. At this stage, the principal, pastor, and Associate Superintendent will use the tool to assess performance at the end of the academic year. For principals with more than three years of experience and who have demonstrated effectiveness, the Professional Growth Stage of evaluation will require the principal to complete a self-evaluation and develop an annual goal during summer. After the pastor approves the goal in September, he and the principal will meet in January and in May to review it. Finally, for principals in need of support, the Specific Principal

Development Stage of evaluation will take place over a 10-month period, involving the principal, pastor, principal coach, and Associate Superintendent.

Archdiocese of Washington (ADW) Catholic School Principal Standards for Effective Leadership describe standards for principals within the four rubrics of Catholic Identity, Academic Excellence, School Viability, and Governance. Within the Catholic Identity rubric, feedback from pastors prompted the inclusion of a standard regarding welcoming non-Catholic families as an opportunity for evangelization. Within each of the four rubrics, principals will be rated according to its various standards as Distinguished, Proficient, Basic, or Unsatisfactory. These standards will help guide interview questions from search committees and there are some required questions concerning Catholic identity.

The Council approved full implementation of the new tool starting next year.

Recommendations for Modification of Catholic Schools Policy Regarding Tuition

Mr. William Ryan and Ms. Wendi Williams, Assistant Superintendent for Advancement and Enrollment Management, gave a presentation on recommendations for modification of the Catholic Schools Policy regarding tuition. The reason for this modification stems from how in May 2015, the Catholic Schools Office received letters of concern from pastors of archdiocesan elementary schools regarding schools' lack of compliance with policy regarding publishing tuition rates. In August 2015, CSO staff conducted an audit of schools' published tuition rates, *finding that the overwhelming majority of schools are not compliant*. In September 2015, the Moderator of the Curia granted permission to review policies related to setting tuition rates in *Policies for Catholic Schools* - Section 4000.

The purpose of the CSO Policy Committee formed in 2016 is to provide advice and counsel to the Superintendent on the review of the *Policies for Catholic Schools* (Section 4300) to determine whether there is a need for any modification and then recommend such modifications. It provides advice and counsel on the development of monitoring systems designed to support the implementation of the policies. The following persons comprise the committee:

- Rev. Kevin Regan (PG) – co-chair
- Wendi Williams, Assistant Superintendent, Catholic Schools Office
- Bill Ryan, Superintendent for Catholic Schools

Pastors

- Rev. Ronald Potts (DC)
- Rev. David Beaubien (SM)
- Rev. Msgr. K. Bartholomew Smith (MC)

Principals

- Chris Kelly (DC)
- Susan Sheehan (MC)
- Mary Pat Donoghue (PG)
- John West (SM)

Board of Education

- Michael Donahue

Staff

- Sean Brown, Manager for Funding and Enrollment, Catholic Schools Office

Review Process:

- February 2016 - April 2018: Committee meetings commence, including consultation with pastors, principals and research.
- April 2018: Committee submits recommendation to Superintendent
- May 2018: Superintendent presents recommendation to Board of Education for input
- August 2018: Superintendent presents to elementary school principals for input
- September 2019: Superintendent presents to Administrative Board

Policy 4230

(To be moved into Section 4300)

Reason for Change

Provide clarifying language related to parish tuition assistance and expand pastor discretion to utilize parish tuition assistance for multiple-child families and other purposes.

Current Policy

Parish tuition assistance shall be made available to families with demonstrated need for the second and subsequent children enrolled in the school.

DRAFT Policy Language

Parish tuition assistance shall be made available to families with demonstrated financial need for circumstances determined by the pastor, including families with multiple children enrolled in tuition-based educational programs, material changes in a family's financial circumstances, or at the pastor's discretion.

Policy 4300

Reason for Change

The policy needs to be changed in recognition that schools may offer more than one program, each requiring its own tuition rate.

Current Policy

All archdiocesan schools shall set and publish tuition rates in accord with procedures set forth by the archdiocese.

DRAFT Policy Language

All archdiocesan schools shall set and publish a single tuition rate for each program, in accordance with procedures set forth by the archdiocese.

Policy 4310

Reason for Change

The policy needs to be changed in recognition that schools may offer more than one program, each requiring its own tuition rate.

Current Policy

The pastor, canonical administrator or board of limited jurisdiction shall establish tuition rates that take into consideration the full cost of educating a student.

DRAFT Policy Language

The pastor, canonical administrator, or board of limited jurisdiction, shall establish a tuition rate for each program that takes into consideration the full cost of educating a student in that program.

Policy 4330

Reason for Change

The policy change is for the purpose of providing a deadline for schools to provide the annual tuition statement.

Current Policy

All archdiocesan Catholic schools shall distribute a written tuition policy statement, no later than February, for the coming school year.

DRAFT Policy Language

All archdiocesan Catholic schools shall publish a written tuition policy statement that details the total cost, tuition rates, payment schedules, methods of payments and consequences of non-payment of tuition.

- *The written tuition statement shall be published no later than February 1, for the coming school year.*

Policy 4331

Reason for Change

Policy 4331 was consolidated into Policy 4330.

Current Policy

The published Archdiocesan school tuition policy statement shall detail the total cost, tuition rates, payment schedules, methods of payments and consequences of non-payment of tuition.

DRAFT Policy

Policy 4331 deleted (see DRAFT Policy 4330).

Policy 4340

Reason for Change

Pastors have requested clarifying language regarding criteria for a student to be eligible for the Catholic rate. The former policy provided being “Catholic” as the criteria. Further, the former policy provided the benefit of a subsidized rate for those students who may not need a subsidized rate.

The recommended language offers the option of providing grants to “active parishioners,” in lieu of a Catholic rate, at the pastor’s discretion. The recommended policy language emphasizes the role the parish plays in supporting Catholic education and eliminates the “discount” approach.

Current Policy

Each archdiocesan Catholic school shall establish only one tuition rate for Catholic parishioners in the Archdiocese of Washington, whether in-parish or out-of-parish, not to exceed the full cost per student.

DRAFT Policy Language

Once each archdiocesan Catholic school has established one tuition rate for each program, it may establish and publish a grant or other program to subsidize tuition, for active parishioners in the Archdiocese of Washington.

If approved, the archdiocese would implement a plan for adoption by schools and provide resources and training to pastors and principals to support policy implementation during school year 2020-2021. The new policy would then be implemented for the 2021-2022 school year.

The discussion that followed the presentation focused on the gap between tuition and the cost to educate a student, the latter of which can be determined by dividing total school expenses by the number of students. The archdiocese stipulates that tuition must cover at least 65% of school expenses, while fundraising must cover at least 5%. In addition to fundraising, other ways of closing the gap include parish subsidies and the Archdiocesan Tuition Assistance Program. Although the latter is funded with \$6.2 million, that is only 10% of demonstrated need, and the accessibility of a Catholic education is becoming increasingly limited to those with incomes in the upper middle class and higher. In terms of defining “active parishioners” in accord with Policy 4340, it is important to engage parishioners in determining that definition.

Archbishop Gregory has met with Maryland legislators to urge continued support for the BOOST Program, and he has met with Delegate Eleanor Holmes Norton to urge support for the D.C. Opportunity Scholarship Program. Although Delegate Norton may not offer support for the program, she probably will not fight it when it come up for renewal. Although our student retention and graduation numbers are excellent, one of Delegate Norton’s staff members wanted to know how students are improving in standards *prior* to graduation.

The Council approved the modifications to the specified policies.

RCIA Program in High Schools

Archbishop Gregory noted that in almost all of our Catholic schools, there is a cadre of non-Catholic students and he urged reflection on how to invite them into the life of the Church and if an RCIA program in high schools could facilitate this effort. In such a context, one should understand “RCIA” in the widest sense (i.e., more than the old instruction class and modified to fit the age group and circumstances). Catholic students asking their friends to participate could be a key way in which invitation takes place, as well as help with the instruction and facilitation. Archbishop Gregory affirmed his awareness of issues that would need to be addressed about the parish association of the students and the keeping of records, but he at least wanted the Council to begin thinking about whether or not there is merit in this proposal. Bishop Fisher noted the desire was expressed by some parochial vicars at the meeting with the priests ordained one to five years to minister in Catholic high schools. Archbishop Gregory noted that if a non-Catholic student were asked why he or she did not consider becoming Catholic, we would not want the answer to be “Because no one asked me.”

Closing Prayer and Comments

Archbishop Gregory reminded the Council that the sentencing of Father Urbano Vazquez, O.F.M. Cap., formerly of the Shrine of the Sacred Heart, will take place on Friday, November 22. The archdiocese will be issuing a statement immediately after the sentencing. The presence of media outside the building was noted. The Archbishop closed the meeting in prayer.

Next Meeting

December 19, 2019